



Paula C. Hollinger

Associate Director,
Health Workforce
Department of Health and Mental
Hygiene

[Role of the Associate Director]

- Secretary's Liaison with Health Occupations Boards
- Help to develop and facilitate innovative programs to improve workforce recruitment and retention
- Research other states and countries for emerging trends and best practices

[Outreach]

- Eastern Shore Listening Tour with Delegate Addie Eckardt
- Visits to professional schools, 4 year programs and community colleges throughout the state
- NSP II –

[Participant]

- GWIB Health Workforce Sustaining Committee
- Maryland Statewide Commission on the Shortage in The Health Care Workforce
- Maryland Mental Health Workforce Steering Committee
- Military/BRAC workgroups

[Health Occupations Boards]

- Attend monthly Board meetings of the 18 Maryland Health Occupations Boards
- Share information regarding work force area shortages
- State Stat and monthly administrator meetings